



WHERE HEALTH MEETS PLACE

# Five-Step Pathway to Multisector Partnerships

| Steps                                                                                                        | Questions                                                                                                                                                                                                                                                                                       | Resources                                                                                                                                                                                                                                                                                                                                                                   |
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| STEP 1: Understand Your Why                                                                                  |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                             |
| Develop a clear understanding of the value of multisector partnerships                                       | <p>What are your motivations to partner with community development or health plans and other key collaborators?</p> <p>What pain points in your institution would benefit from a partnership?</p> <p>What is your long-term vision for community health in your region—and your role in it?</p> | <ul style="list-style-type: none"><li>• <a href="#">The Power of Multisector Partnerships to Improve Population Health</a></li><li>• <a href="#">Multisector Partnerships in Population Health Improvement</a></li><li>• <a href="#">Multisector Partnerships Need Further Development to Fulfill Aspirations for Transforming Regional Health and Well-Being</a></li></ul> |
| Build a holistic understanding of the vital conditions framework to support investment in upstream solutions | <p>Which vital conditions (housing, food, transportation, etc.) are most relevant and impactful in your geography?</p>                                                                                                                                                                          | <ul style="list-style-type: none"><li>• <a href="#">Vital Conditions for Health and Well Being</a></li></ul>                                                                                                                                                                                                                                                                |

| Steps                                                                                  | Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>STEP 2: Make Commitments</b>                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Commit to a community engagement process that centers community voice and power</b> | <p>Which community partners are in your network—and which are missing?</p> <p>How can you put the views and voices of the community at the center? What strategies could you deploy to support community capacities (data analysis, organizing, vision)?</p> <p>How can you share power and decision-making with communities?</p> <p>What does your community engagement strategy entail (internal capacity, external partnerships, community governance and decision-making roles, resources to support community leadership)?</p> <p>Which groups have been historically included or excluded from community partnerships?</p>                                                      | <ul style="list-style-type: none"> <li>• <a href="#">The Spectrum of Community Engagement to Ownership</a></li> <li>• <a href="#">AAMC Center for Health Justice's Community Engagement Toolkits</a></li> <li>• <a href="#">Assessing Meaningful Community Engagement: A Conceptual Model to Advance Health Equity through Transformed Systems for Health</a></li> <li>• <a href="#">Promising Practices: A Companion Guide for Principles to Advance Equity through Shared Measurement</a></li> <li>• <a href="#">Intro to Research Justice Toolkit</a></li> </ul> |
| <b>Commit to organizational strategy that embeds equity</b>                            | <p>How are you building capacity to apply racial equity to your work?</p> <p>What commitments can you make to demonstrate your intention to act in partnership with communities?</p> <p>How will your organization move beyond transactional, project-by-project engagement to sustained investment?</p>                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• <a href="#">Racial Equity Tools from Government Alliance on Race and Equity</a></li> <li>• <a href="#">Centering Racial Equity in Measurement and Evaluation</a></li> <li>• <a href="#">Build Healthy Places Network RePAIR Framework</a></li> <li>• <a href="#">Centering Community: Policy Process Evaluation for Equity</a></li> </ul>                                                                                                                                                                                  |
| <b>STEP 3: Assess</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Assess your organization's strengths and interests</b>                              | <p>What is your organization's capacity—key staff, departments (e.g., real estate, treasury), and decision-making authority—for long-term community partnerships?</p> <p>Which institutional assets could be positioned for community ownership or collaborative action?</p> <p>What other assets can your organization contribute to a partnership (e.g., land, funding, clinics, SDOH/vital conditions resources)?</p> <p>Which team members are involved in local/state community initiatives (e.g., nonprofit boards, committees) and could jump-start partnerships?</p> <p>What data can you offer to document needs, and how can you accelerate data sharing with partners?</p> | <ul style="list-style-type: none"> <li>• <a href="#">BHPN's playbooks to support partnerships</a></li> <li>• <a href="#">A Practitioner's Guide for Advancing Health Equity: Community Strategies for Preventing Chronic Disease</a></li> <li>• <a href="#">Social Justice Framework for Public Health Practitioners</a></li> <li>• <a href="#">SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats</a></li> </ul>                                                                                                                                     |
| <b>Assess institutional perception</b>                                                 | <p>How has your organization acknowledged past and present harms toward communities of color?</p> <p>How is your organization perceived by the community? What is your historical relationship with community-based organizations (CBOs), and what are your strategies to mitigate power imbalances and build trust?</p>                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• <a href="#">Identifying Local Power Structures to Facilitate Community Development</a></li> <li>• <a href="#">Changing Power Dynamics among Researchers, Local Governments, and Community Members</a></li> <li>• <a href="#">Activities to Deepen Your Power-Building Analysis</a></li> </ul>                                                                                                                                                                                                                              |

| Steps                                                                 | Questions                                                                                                                                                                                                                                                                                                                                                | Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <b>STEP 4: Map and Network</b>                                        |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Identify community bright spots and assess local inequities</b>    | <p>What are the economic or cultural assets of the communities you serve?</p> <p>What are the inequities beyond health data? (e.g., employment, housing)?</p> <p>What existing power dynamics can impact a partnership?</p>                                                                                                                              | <ul style="list-style-type: none"> <li>• <a href="#">BHPN's MeasureUp toolkit</a></li> <li>• <a href="#">PolicyMap</a></li> <li>• <a href="#">County Health Rankings and Roadmaps</a></li> <li>• <a href="#">Rural Health Information Hub</a></li> <li>• <a href="#">Opportunity Atlas</a></li> <li>• <a href="#">Opportunity360</a></li> <li>• <a href="#">Child Opportunity Index</a></li> <li>• <a href="#">Distressed Communities Index</a></li> </ul>                                                                                                                |
| <b>Map potential partners and resources in your region</b>            | <p>Who are the key community actors, and what are their strengths, challenges, and priorities?</p> <p>Are there philanthropic, government, or national organizations that could help with partnership development?</p>                                                                                                                                   | <ul style="list-style-type: none"> <li>• <a href="#">BHPN's Partner Finder</a></li> <li>• <a href="#">Toolkit for Stakeholder Asset Mapping</a></li> <li>• <a href="#">Identifying Stakeholders</a></li> <li>• <a href="#">BHPN: Jargon Buster</a></li> </ul>                                                                                                                                                                                                                                                                                                             |
| <b>Gather intel on initiatives in your region</b>                     | <p>What aligned initiatives or collaboratives are already working on vital conditions in your area?</p>                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Research initiatives in your area using these keywords: social determinants of health, community health, health equity</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Map and assess your environment for favorable conditions</b>       | <p>What policy levers (state or federal) can de-risk investments or align financial action with mission?</p> <p>Where are the networking opportunities? (City council meetings, HUD convenings, Federal Reserve events)</p>                                                                                                                              | <ul style="list-style-type: none"> <li>• <a href="#">NASDOH's Health-Related Social Needs: Current Policy Landscape and Opportunities for Stakeholders</a></li> <li>• <a href="#">Opportunity Finance Network's Policy Action Center</a></li> <li>• <a href="#">Engaging Local Government to Promote Health and Prosperity in West Virginia</a></li> </ul>                                                                                                                                                                                                                |
| <b>STEP 5: Build Your Partnership</b>                                 |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Explore shared interest</b>                                        | <p>What goals and vision do you share?</p>                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• <a href="#">Coalitions: Visions, Bridging and Belonging</a></li> <li>• <a href="#">"Where we Thrive" Resources from Purpose Built Communities</a></li> <li>• <a href="#">Healthcare Anchor Network Toolkits</a></li> <li>• <a href="#">Principles of Trustworthiness</a></li> <li>• <a href="#">Investing in Community Health: A Toolkit for Hospitals</a></li> <li>• <a href="#">BHPN: Community case studies</a></li> <li>• <a href="#">Learnings on Governance from Partnerships That Improve Community Health</a></li> </ul> |
| <b>Build trust among partners</b>                                     | <p>How can you create a <a href="#">culture of belonging</a>?</p> <p>How can you expand conversations about equity and inclusion, grounded in mutual values?</p>                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Develop the value proposition that shifts power to communities</b> | <p>What are the sources of power and how can power-sharing support communities' needs and priorities?</p>                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Structure and implement partnership</b>                            | <p>Who is responsible for what?</p> <p>What will success look like and to whom? How are you ensuring the community sees your proposed outcomes as success?</p> <p>How can you sustain the partnership over time?</p>                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Broaden metrics and integrate community-driven data for impact</b> | <p>How will you measure success beyond clinical-only ROI or housing units (e.g., community-defined outcomes)?</p> <p>How could you use community-driven data and stories to inform decisions through transparent data sharing?</p> <p>What strategies will you use to shift power dynamics by enabling community-led data collection and evaluation?</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |